

**IT Professional Technical Services
Master Contract Program
T#:902TSSStatement of Work (SOW)
For Technology Services**

**Issued By
Minnesota Department of Employment and Economic Development
Unemployment Insurance Division
Web Development Projects**

**Addendum
9/7/2010**

Additional questions for DEED-Web Site Design

General Items:

1. Please clarify the expectation; will the vendor be working off site for entire project?
P12. Are meeting rooms available for vendor to meet with DEED staff throughout the entire project? P12

DEED is unable to provide desk space for the vendor. Work will be done off site. However there are conference rooms that can be reserved at DEED sites where the vendor can meet with UI staff or customers.

2. Is vendor expected to provide all hardware and software that will be used for development and usability testing purposes? P12

Yes

3. What staff is in St. Cloud that we would need to connect with (any vendor team members)? Is vendor expected to meet with DEEDs staff in St Cloud? Can you please share the business functions the St Cloud staff performs and their relationship to the UI group?

There is approximately 30 staff in St Cloud. They conduct similar functions as the staff in St Paul. To the extent staff in St Cloud need to be included they can meet in St Paul.

4. The project team (8-10) is comprised of what functional areas? Do they currently report up to Kevin thru the Program Performance and Outreach Division? This is being asked as the org chart shows 5 other divisions under the UI Divisional director P12 & P13

The project team has not been finalized but will be primarily staff from the Program Performance and Outreach unit involved in communications and web support. There may be additional representation from other units to provide oversight.

5. Content Management – the addendum indicates this will be SharePoint. What version is being considered for this project – 2007 or 2010? Please share which version of SharePoint is to be implemented for this project. When will this decision be made? Who is providing the following environments – production, test and development?

SharePoint is being evaluated by the DEED Business and Information Technology Office and OET. They will make the decision and implement the software. DEED UI will need to apply the software to the business of managing the Intranet and to a lesser degree UIMN.ORG. The version is unknown at this time but would expect it to be the newest version available. The timeline is tentatively set for this Fall.

6. Can you please explain why the time period of Usability and Requirement are on the same time line?

Timelines in the SOW are tentative. Vendors need to propose their timeline for completing the project.

7. Where can we find a copy of the Dept. of internet and technical policies and standards?

Am not aware of such a document; do not know where it would be located.

8. Part 2: Intranet – can you quantify “the majority of work in UI is high volume operational tasks” can you please give the top 5 tasks and the # of times it is done/day. (P5)

In 2009 the program handled 363,000 new applications, the payment of \$2.8 billion dollars in benefits, and the filing of 12.1 million wage detail records by 130,000 employers. Customer assistance was provided through a Call Center that handled 1.25 million staff assisted phone calls. (The 2009 Report, Unemployment Insurance Minnesota)

Adjudication is likely the most critical activity that needs to be supported by the Intranet.

9. Please explain the vision, mission, goals and strategic direction for this project? (P5)

UIMN.ORG – to improve content and navigation to better serve UI customers.
Intranet – create a business critical tool that supports the business of UI.

10. Can you share where can we get a copy of the DEED's Intranet policies? (P6)

Can't locate the document at this time. This information will be made available after the project has been initiated.

11. What is the expectation from the vendor toward; Staff assessments needed / make recommendations on staff interventions to build capacity? What depth of assessment does DEED expect from the vendor? Please explain (P7)

The vendor is expected to conduct assessment sufficient to inform the development of UIMN.ORG and intranet. Proposals should describe the vendor's recommendations for assessment.

12. Will you be providing the vendor with the writing and style guides before the project begins? (P7)

The vendor will create the writing and style guides as part of the project. Existing guides will be provided to the vendor.

13. Just to clarify, DEED is expecting the vendor to provide project management, information architecture design, assist with creating policies and procedures (governance), gather requirements and plain language content writing. So content migration, content deployment, CMS installations, CMS configurations, development, testing and deployment will be done by DEED staff? Can you please provide more information as this potentially adds scope to the project.

To the extent possible the vendor is responsible for the design, development and deployment of both sites. DEED UI has no authority over the installation and configuration of the CMS. However the vendor will work with UI in the application of the CMS. Testing of the web sites is the responsibility of the vendor. Content development and migration for the intranet need to be done by UI staff; however the vendor will oversee the effort.

14. Is this a new project or a restart of an existing project? If this is a restart project, how long has this project been worked on?

UIMN.ORG – new

Intranet – restart (6 years)

15. Scope question – just to be clear, the application that is served on the website is considered out of scope?

The UI self service system is out of scope

Design:

1. Design work has begun –How many pieces of design work have been completed? The evaluation process and cost depends on how many items would need to be reviewed. P6

Two

2. Does DEED have a desired set of browsers, screen resolutions to be supported for the new UIMN.org website?

The site must be accessible and meet ADA requirements

Testing:

1. Has DEED purchased Morae Software?

No

2. Is DEED open to a portable eye-tracker system as it adds rental cost and project cost?

If the vendor can justify the value eye tracking adds to the evaluation.

User Testing:

1. To clarify, 3 rounds of talk out load protocol testing. How many users in each group are expected or is this up to the vendor to determined? Will DEED provide the internal users for testing? P2

The vendor needs to recommend the number of test subjects. Deed will work with the vendor to identify test candidates.

Content Development:

1. Confirmation: Internet content is to be rewritten by the vendor (P4) but for the Intranet the vendor will coach the project staff of 8-10 on content development, is that correct? (P8)

The vendor will coach content authors, not project staff, on content development. The number of content authors is to be determined as part of the project.

2. Can you please confirm- Is project due by 2/2011 (internet) and 4/2011 (intranet) as shown in the RFP. Are those hard deadlines?

Timelines are tentative. Vendor needs to provide timelines to complete project milestones in their proposals.

3. How many current pages are on the site? Do you have an estimate on how many additional pages will need to be added?

UIMN.ORG – it is unlikely that any content will be eliminated, but additional content might need to be added. This decision will be informed by the analysis of user and business requirements. The number of pages may change depending on the new architecture.

Intranet – currently there are approximately 5000 pages; it is anticipated that most will be eliminated. How many pages will be on the new site is impossible to estimate. It will be informed by the analysis of business and user requirements.

Addendum

8/27/2010

Recommend vendors check this addendum throughout the process of drafting and submitting their proposals. Only one addendum can be posted. Vendor questions and their responses will be added to this file as needed.

Process Schedule

- | | |
|--|---------------------------------|
| • Deadline for Questions | 9/3/2010, 4:00 pm Central Time |
| • Proposals due | 9/9/2010, 2:30 pm Central Time |
| • Anticipated proposal evaluation begins | 9/13/2010, 9:00 am Central Time |
| • Anticipated proposal evaluation & decision | 9/20/2010, 2:00 pm Central Time |

Questions

Any questions regarding this Statement of Work should be submitted via mail or e-mail by 9/3/2010, 4:00 pm Central Time:

Kevin McDowell, Project Coordinator
Dept of Employment and Economic Development
First National Bank Building, Suite E200
332 Minnesota Street
St. Paul MN 55101

Email: Kevin.McDowell@state.mn.us
Phone: (651)259-7307

Proposal Submission Instructions

All responses must be in writing and delivered to:

Kevin McDowell, Project Coordinator
Dept of Employment and Economic Development
First National Bank Building, Suite E200
332 Minnesota Street
St. Paul MN 55101

All proposals must be received not later than 2:30 p.m., Central Time, September 9, 2010. DEED, Attn: Kevin McDowell, First National Bank Building, 332 Minnesota Street, Suite E200, St. Paul MN 55101. **Late responses will not be considered.**

Questions: Vendor 1

1. Which Content Management System is implemented today? Is it used for both the Internet and Intranet?

None

2. The RFP mentions that DEED is evaluating a CMS. Can you please tell us which CMS's you are evaluating?

SharePoint

3. The RFP does not reference Content Management for the Internet site? Will a CMS be employed to help manage content on the Internet site? If not, how is it envisioned that content will be managed?

Undecided

Content for UIMN.ORG is managed by a small team of 2 to 3 staff. It is likely that once the CMS is in place that it will be used for UIMN.ORG as well as the intranet. Majority of content does not change frequently.

4. What is the total number of content types and number of content items per type per site?

UIMN.ORG: Applicant, Employer, Employer Agent

Intranet: See attached employee home page for current content types (left navigation window); there are approximately 5000 pages on the current intranet. However, the number of content types and items for the redesigned intranet is to be determined as part of the project. For the purpose of project scope assume the number of content types and items will be the same.

5. Is content available in any other languages? Can we assume Intranet is English only?

UIMN.ORG provides alternative languages. Any content changes or additions to the English version will be translated by third party vendors.

Intranet, English only

6. How many content entry templates do you currently maintain today for each site?

One to two staff is currently responsible for all publishing of content; the variety of web editing tools used is minimal. For UIMN.ORG content will continue to be developed and published by a small team of staff. For the intranet content development and publishing needs to be distributed to content authors throughout the UI program. It is anticipated that the CMS will be the primary authoring and publishing tool.

7. How many content presentation templates [User Interfaces] are used across each site?

UIMN.ORG – 1 (See site)

Intranet – 2 (See attachments)

8. What is the typical number of versions per content item?

If this refers to html, doc, pdf, etc. –

UIMN.ORG – 2 (HTML and PDF)

Intranet – 1

9. Are digital assets managed within the CMS today? If not, how are they managed?

All content is currently managed by a small team of staff. There are currently no video or audio. Current formats are html, pdf or doc.

10. Are there retention or archive needs?

Possibly but not extensive. Law changes on UIMN.ORG and daily communications on the intranet are likely candidates. Since content for the new intranet has not been determined the scope of this need is unknown. Currently most content is static; once created it requires infrequent updates. As the intranet transitions into a business critical tool there could be an increased need for retention and archive.

11. How many users will author content?

UIMN.ORG 1 - 3

Intranet 12 – 20 (this is an estimate, the business requirements for the intranet have not been determined)

12. How many Approvers/Managers are there in the current process?

1

13. What percent of authors will initiate a session during the peak hour?

UIMN.ORG: On average the site might need a minor update once a week; generally limited to the "What's New" inset on the main page. There are only one to two staff who publish to the site.

Intranet: Currently there is only one to two staff working together who publish to the site daily. After the initial migration to the new intranet most authors will publish content infrequently. Estimate a frequent user would publish once a month. As the intranet becomes more business critical this could change. Currently the intranet is not an active work environment or communication tool. However in the future that is likely to change.

14. Please describe any large content publishing needs/process.

The entire content needs to be reviewed, updated and published. The vendor in collaboration with UI staff will develop content for UIMN.ORG. UI staff will develop content for the intranet with guidance from the vendor.

15. Please describe current translation process and 3rd party interaction.

If this is in reference to language; content that needs translation is sent to a third party vendor then user tested for comprehension.

16. In the RFP, it mentions that the vendor will be responsible for creating the governance processes for each site. Describe the process for legal/editorial review including how content is reviewed prior to publishing to live site. Describe content requesting process

UIMN.ORG: Law change, legislative or management initiative generates the need to update content. Staff drafts content that is reviewed by management and if needed by legal counsel. Staff follow language requirements outlined in Minnesota Statute and DEED web style guide.

Intranet: Requests for content are rare; the current intranet is not business critical. There are currently issues with maintaining the integrity of the content. Inaccurate or inconsistent information is common. The solution has been for all publishing to be handled by a couple of staff. This creates a bottleneck. The goal is to implement a decentralized authoring and governance process that maintains quality and integrity.

17. Describe any use of controlled vocabularies or metadata management tools, as well as how these controlled vocabularies are governed?

UI has a list of terms to use or not use based on statute and policy. DEED has an internet style guide. UI management governs UI, DEED governs the style guide.

18. In the RFP, it states "Once all content is developed or migrated...." Should the vendor include migration services as part of the cost proposal?

If yes: What is the total number of content items across both sites? Unknown

a. How many are raw HTML vs. Digital Assets (E.g. PDF, DOC)? Unknown

b. Is the content structured today (E.g. comes from a CMS that uses templates)? No

The number of content items for UIMN.ORG will be approximately the same as the current site. Based on the analysis additional content may be identified. The content of UIMN.ORG needs to be analyzed and edited for comprehension and usability. Currently content is in HTML and PDF formats. One objective of this initiative is to create architecture that allows the user to access information by a variety of methods.

Content for the intranet will be created and published (migrated) by UI staff. The vendor will facilitate that effort.

19. Does DEED have web site analytics?

No

20. Does DEED have existing Personas?

No

21. Does DEED require a mobile version of the UIMN.org web site?

No, however based on the user analysis (for UIMN.ORG) recommendations should be made that inform future development.

22. Does the UIMN.org site require translation for all content?

No, if this refers to translation to alternative languages.

23. Does this project require working with a third-party CMS vendor?

No, the vendor for this project will not work directly with the CMS vendor. UI staff will coordinate with the vendor the effort to implement the CMS.

24. Does the client have a development team that can implement custom components for the selected CMS?

DEED has a technical unit that can provide support for procuring, developing or implementing custom CMS components. The vendor for this project will not be responsible for the development or implementation of custom CMS components. However, the vendor in determining requirements should recommend components.

25. Does either site currently/plan to use any other third-party components (Search, Knowledgebase, Jobs Postings, etc...)?

Yes, the UI Program is researching a variety of web based tools for performance management, knowledge management and training that will eventually be part of the intranet. Other tools may be identified by the vendor during the course of the project.

26. Are there any specific KPI's for the project?

Not defined. Vendors are encouraged to include quality measures for project deliverables in their proposals.

Questions: Vendor 2

1. What is their current intranet developed in? Would they like to stay with this software/platform?

Uncertain

To expedite posting responses to vendor's questions we did not research this question. Vendors should resubmit if this is important to developing the proposal.

2. Content Development – On page 8, it states that content authors will be chosen UI staff members... On page 9, it states that the vendor will develop the content for UIMN.org. About what percentage will the vendor be required to write and how much of the content that's on the current site will be moved over?

UIMN.ORG: All content will be moved over once it has been rewritten by the vendor based on the user evaluation.

Intranet: UI staff will create the content with direction from the vendor.

3. On page 7, it states that the CMS is currently being evaluated & will be in place for the redesign. What is the name of this CMS?

Share Point

4. Alternative Formats (page 3) - If alternative formats such as audio or video content is recommended, will UI or vendor be responsible for producing the content?

No – audio video content will not be implemented at this time. It will be researched for future development.

5. Site Development / Content Development (page 4) - Will UI be responsible for determining amount of content necessary and vendor responsible only for producing the content, or will UI be looking for recommendations on content amount as well?

Final responsibility for determining the content of UIMN.ORG is the responsibility of UI staff. There is content that is required by the Program and content to assist the customer. It is not expected that any of the existing content will be eliminated. What is anticipated is that through the user evaluation the vendor will edit existing content and identify content that is missing; information that the customer needs. This content will need to be created.

6. Intranet user Requirements (page 6) - Will UI or Vendor be responsible for determining the user groups that will be utilizing the intranet as a primary tool in performing work tasks and processes

The vendor will take the lead and facilitate the process of identification.

7. CMS (page 7) - Will the CMS system be used only for the intranet, or is it desired to be used for the public facing site as well? (repeat from Meghan: What is the CMS?)

Undecided

Content for UIMN.ORG is managed by a small team of 2 to 3 staff. It is likely that once the CMS is in place that it will be used for UIMN.ORG as well as the intranet. Majority of content does not change frequently.

8. How is the current site hosted (internal/external)?

Internal

9. How will the new site be hosted (internal/external)?

Internal

10. What platform will the site and intranet be hosted on (.NET, PHP, Cold Fusion, other)?

Uncertain: believe .NET

To expedite posting responses to vendor's questions we did not research this question. Vendors should resubmit if this is important to developing the proposal.

Questions: Vendor 3

1. Do you have preferences on the Content Management tool used?

DEED is evaluating CMS.

2. Are you looking to the selected vendor for recommendations?

Not on selection. Selected vendor should make recommendations for application as it relates to content authoring and governance.

3. What are the roles/responsibilities of the 8-10 DEED staff members who will be working on the projects?

Oversight, coordination, facilitation. Staff working on the project will include staff responsible for UIMN.ORG, the intranet and UI communications.

4. Is there a budget for this project and if so how much?

Yes there is a budget. There are sufficient funds to complete these initiatives.

5. It is unclear if this is a fixed bid or Time & Materials RFP. Can you provide guidance?

Fixed bid

6. From a platform and tools standpoint, does DEED have a preference or are you relying on the selected vendors' preferences as long as they meet with the State's guidelines?

DEED Business and Information Technology Office (BIT) and the Minnesota Office of Enterprise Technology (OET) are responsible for technology. They maintain the platform. They are evaluating a CMS. Other technologies are being explored for performance and knowledge management and training. Selection of these tools will be informed through the analysis and requirements components of this project. The vendor will identify the need and basic requirements. Input into product selection for these technologies is welcome. Web authoring and site navigation tools should be identified as part of this initiative.

Questions: Vendor 4

1. Is the selected vendor expected to recruit participants?

Yes, in collaboration with UI staff

2. Is there an expectation that the domain name will change to a .gov?

No

3. To what extent is an alternative format acceptable? Video can be costly, what is the expected budget for an alternative format? Or is this something to be determined upon project start?

The vendor will evaluate the potential for alternative formats on UIMN.ORG and make recommendations. Development and implementation of alternative formats would be a separate initiative.

4. Is rebranding the site expected?

Not expected. However, the user analysis for UIMN.ORG will likely provide insight into customer perspectives that would inform rebranding the site. These insights should be included in the reporting and recommendations.

5. Will there be a DEED information officer who would be participating with this project?

Not directly on the project; as needed UI staff will coordinate with the DEED Business and Information Technology Office (BIT). UI staff responsible for internal and external communications, web authoring and maintenance will be directly involved in the project.

6. Is it expected a writing style guide be created for this project to enable further maintenance of the content?

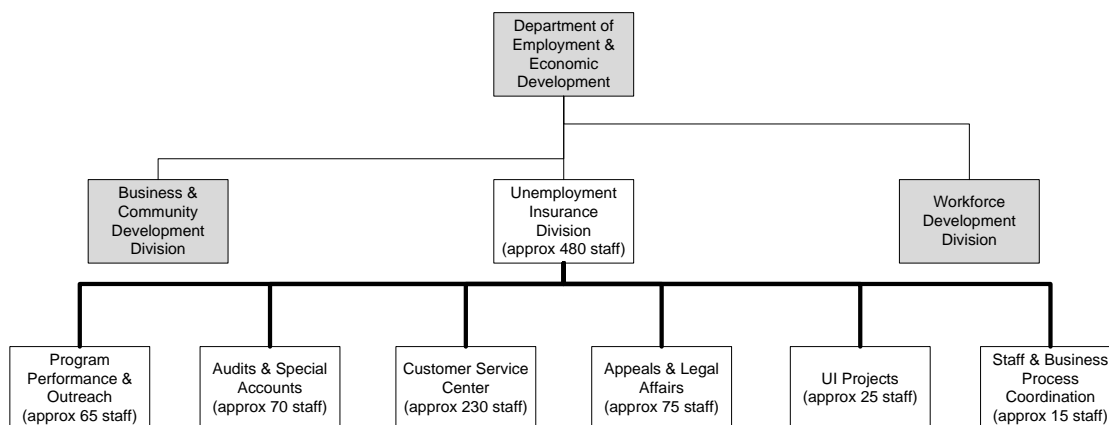
Documentation is expected throughout the project. All project deliverables have a reporting requirement. Current web style guide(s) will be updated based on project findings and outcomes. Insights into language and readability for external customers will be used to inform UI communications.

7. Was the design of the new intranet done by a vendor or DEED staff? If done by a vendor, who is the vendor?

Staff designed the new user interfaces.

8. How many business functions have been identified that the intranet must serve?
How many people are involved in each business function?

Identifying which business functions need to be served is part of the project.
Following is the current organization structure for the UI Program:



9. Can you share which CMS-es are being evaluated? Is there a preferred CMS?

SharePoint

10. The chosen CMS would affect the content management, publishing and search functionality. Is a vendor assisting with the CMS selection process?

DEED Business and Information Technology Office in collaboration with the MN Office of Enterprise Technology are evaluating the CMS. It is unknown if they have employed a vendor to assist in the selection process.

11. Is the internet website considered a system of record? If so, a system of record would likely be dictated by the department's retention policy which affects the content life cycle and its management. Is there retention policy in place to manage and police the data?

*A **system of record** (SOR) is an information storage system (commonly implemented on a computer system), which is the authoritative data source for a given data element or piece of information. Wikipedia*

Based on this definition neither UIMN.ORG or the intranet are a system of record. The Department does have data retention policies. But those records are maintained elsewhere. Some information such as law changes posted on UIMN.ORG does fall under retention policies. It is expected that document retention for both sites will be minimal. To the extent that the project does touch these issues UI staff will be responsible.

12. Are the funds encumbered for this project? If so, what is the amount of the encumbered funds? Are all of the funds allocated to contract work only or will they be combined with buying system and software licenses?

There are sufficient funds to complete these initiatives. Funds are encumbered when the contract is initiated. Discussion on budget and funding may be conducted with the selected vendor during contract negotiations.

13. What are the expectations for web 2.0? What is web 2.0 to DEED?

Both UIMN.ORG and the intranet are currently traditional static information sites. Neither employs Web 2.0 concepts or tools. (see attached excerpts from discussion paper on the initiative and subject of Web 2.0)

UIMN.ORG provides information to external customers. For this initiative the focus is usability, readability and navigation of the site. Alternative formats such as audio or video for communicating information will be explored as part of the user analysis. User analysis may also reveal potential other future development initiatives. Recommendations will inform future web development.

The UI intranet offers considerable potential for Web 2.0 development. This initiative is the first step. The focus for this initiative is architecture, content authoring, management and governance. Aligning the intranet with the needs of the business and user is paramount. The outcome of this effort should lay a framework for future development.

14. Why the short timeline for responses to this RFP?

Deadline extended

15. Is there an incumbent or preferred vendor for this project?

No

Employee Home Page

UI INTERNAL HOME PAGES

- [Audits and Special Accounts](#)
- [Customer Service Center \(CSC\)](#)
- [Benefits](#)
- [Employer Accounts](#)
- [Field Audit](#)
- [Legal Affairs](#)
- [Monetary](#)
- [Phase II](#)
- [Quality Control](#)
- [REA / Profiling](#)
- [TRA](#)

UI INTERNAL WEB PAGES

- [CWC Transfer In Work Process](#)
- [Daily Brief](#)
- [Data Practices](#)
- [DUA Work Process](#)
- [Extended Benefits Reference Material](#)
- [Failure/Refusal to Report](#) -Referral to CSC
- [Field Audit Review](#) (597 form)
 - [Originator Instructions](#)
 - [Field Auditor Instructions](#)
 - [Getting the form to work with your new computer](#)
- [Initial Interstate Claim \(IB1\) Paper Form Instructions](#)
- [Initial UI Applications Statistics](#)
- [Intranet 597A](#)
- [List of Non-Restrictive Unions](#)
- [List of Restrictive Unions](#)
- [Minnesota Court of Appeals - UI Decisions](#)
- [Monthly Reporting Function Codes](#)
- [Non-Monetary Codes and Cites](#)
- [Phase II Transition Page](#)
- [Procedural Reference Guide](#)
- [Staff Location by Cube Number](#)
- [UI Law 2010 Quick Reference Guide](#)
- [UI Basic](#) - a web tutorial
- [UI Memos](#) (Benefits)
- [UI Memos](#) (Tax)
- [UI Precedent Manual](#)
- [UI Program Policy and Procedures](#)
- [UI Rules](#) (Tax)
- [UI Statutes](#)
- [UI Statutes 13-13C Data Practices](#)
- [UI Training Registration](#)
- [Work Search Verification Unit](#)

[Referral Information](#) DOL, Human Services, Social Security Offices)

[WorkForce Center Support Services](#)

BULLETIN BOARD ITEMS:

- [Labor Dispute Bulletin](#)
- [UCFE Wage Assignment Grid](#)
- [UCFE Mailing Addresses](#)
- [UCX Mailing Addresses](#)
- [2008 UCX Schedule of Remuneration](#) (Eff 4/1/08)
- [2009 UCX Schedule of Remuneration](#) (Eff 1/1/09)
- [2010 UCX Schedule of Remuneration](#) (Eff 1/1/10)

MAPS

- [Map Quest](#)
- [Any Who](#) (reverse directory)

WHAT'S NEW

- [UI Law 2010 Quick Reference](#)
- [UI Data Access Request](#)
- [Monthly Reporting Function Codes](#)
- [Staff Location by Cube Number](#)
- [Minnesota Court of Appeals - UI Decisions](#)
- [Overpayment FAQs for Extended Benefits Reference Material](#)

MISC EXTERNAL SITES

- [MN Salary Survey Data](#)
- [Labor Market Information](#)
- [ITSC- Information Technology](#)
- [MN Dept of Labor & Industry](#)
- [MN Unemployment Insurance](#)
 - [Employer Handbook](#)
 - [Employer User Guide](#)
 - [Information Handbook](#)
 - [Other Places to Go](#)
- [Minnesota Laws](#)
- [Quality Control Training](#)
- [Second Language Page](#)
- [Shared Work Program](#)
- [U.S. DOL](#)
 - [Handbooks](#)
 - [Laws and Regulations](#)
 - [UI Program Letter](#)

MISC INTERNAL SITES

- [DEED Downloadable Forms](#)
- [InDEED](#)
- [Meeting Minutes Page](#)
- [Second Language Training](#)
- [DEED Policy and Procedures](#)

Last modified Tuesday June 29 2010

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Headlines for August 25, 2010

(Appeals) Minnesota Court of Appeals Decisions

There were 6 unpublished decisions issued this week from the Court of Appeals, ([A09-2026](#), [A09-2077](#), [A09-2114](#), [A10-24](#), [A10-26](#), and [A10-116](#)).

You can review published and unpublished decisions through the [Minnesota Court of Appeals UI Decisions](#) internal Web page.

(Training) Last Chance to Attend the Required Communicating with Customer Training

If you were unable to attend one of the previous Communicating with Customers training sessions, and are not registered to attend the Field Audit/REA session tomorrow afternoon, your last chance to attend is tomorrow morning at 8:30 am.

To attend, clear your attendance with your supervisor and then just show up in the Minnesota Room. You don't need to register. We will make sure you get credit.

Daily Dallies

[Monday - Birthdays](#)

[Tuesday - Fun Fact of the Day](#)

[Wednesday - Quote of the Day](#)

Health Walk: Every day at 10AM and 3PM (Meet at Guards desk on 2nd)

Return to [calendar page](#)

Unemployment Insurance Intranet Redesign

Discussion Paper

(Excerpts)

Business Case

The UI Intranet needs to be redesigned. Content is outdated and the site is difficult to navigate. Governance and content management lacks definition and structure. Information is organized around business functions (silos) instead of work flow and tasks. The intranet fails to utilize (or prepare for) new tools and trends in web design (web2.0).

Scope

Analysis and planning will consider the full potential of the UI intranet to meet business and user requirements. This will likely generate ideas that require additional research for future development initiatives. The scope of this redesign effort will focus on content management, governance, user interface, navigation and site organization. Other enhancements (web2.0) will be scheduled for future development and implementation. Continuous improvement will be included in the governance model to accommodate regular, ongoing, systematic development of the intranet.

Intranet Evolution

“An intranet is not a website. When properly executed, it’s a business system – a microcosm of the entire organization.” Toby Ward, Prescient Digital Media

Intranets were born in the spirited days of web anarchy, when everything was new and anything seemed possible. Early pioneers were armed with little more than html code and a simple text editor. What typically followed was a period of rapid organic growth. Content exploded as more and more individuals embraced the intranet.

Intranets then, as are many today, were characterized by poorly written or outdated content, impossible navigation and inconsistent site design. Underutilized by staff, unsupported by management, they fail to achieve their full potential – they are not business critical.

The next stage in intranet evolution is a series of repeated redesigns. Content is updated; information architecture is aligned with the organization’s structure; publishing standards are implemented; the site gets a new look and branding. The trouble with these efforts is they fail to address the underlying problems – lack of governance, underfunded, understaffed, not business critical and not designed for the user.

“In an organization that has had an intranet for over a decade, there may be three, four or five redesigns. The site looks more modern, but is not substantially different. The intranet contains the same content and provides the same

functionality, but has just been reshuffled....” What every intranet team should know James Robertson, Step Two Designs

It becomes evident that what made sense to the intranet team does not work for the user. So the next redesign employs user centered design methodologies. On a large intranet this can be a substantial effort. But the results can be remarkable. The site is easy to navigate. A content management system is implemented. Information architecture is designed around tasks and processes, not just by organizational silos. The intranet begins to transition into a business tool.

But the intranet still has not achieved its full potential. It's not good enough to just be usable – the intranet needs to be useful as well. How will the intranet support the vision, mission and business of the organization? What tools or resources are needed? What content do users really need? This is where an intranet becomes a critical business tool. It goes beyond being a publishing platform, integrating a broader range of functionality.

“What is needed is a clear direction for the intranet, a strategy or roadmap. Whatever it is called, the intranet must have a plan for the future that outlines what activities will be conducted, and what will be delivered to the business.”
James Robertson, Step Two Designs

Intranet Business Drivers

Knowledge Management

The collective and individual knowledge of an organization is a valuable asset that needs to be managed, shared and protected. Intellectual assets can be found in a variety of sources: written procedures, project plans, memorandums, proposals, spreadsheets, presentations, etc.

Management of these assets requires an information architecture or taxonomy that enables employees to easily locate resources when they need them. An intranet is a logical tool for managing and accessing organizational knowledge.

Employee Engagement

Employee engagement is the emotional connection an employee has with the organization. There is evidence that employee engagement is directly linked to employee retention, productivity, customer service and loyalty. Studies indicate that highly engaged employees outperform their disengaged counterparts by as much as 28%. Factors that have been shown to improve employee engagement include:

- Good internal communications
- Building trust and integrity
- Employee performance connected to the organization's performance
- Career growth opportunities

- Organizational pride
- Employee development

An intranet is an excellent tool for keeping employees informed, connected and engaged.

Change Management

Change is like oxygen, without it an organization will suffocate and die. How an organization chooses to handle change is critical. Will they be driven, tossed and possibly shipwrecked, or will they choose to take the lead and manage change? Effective management insures that organizational change occurs in a systematic and orderly manner. Organizations that follow a change management plan have greater success and ROI than those that do not.

The intranet is a significant tool in change management. It should be an important communication and training resource. Additionally intranets are an excellent collaboration tool in facilitating change.

Data Management

Most organizations collect, analyze and utilize vast amount of data. From the highest level decision maker to the front line staff data is critical to an organization. Unfortunately data is typically underutilized. Frequently users don't know the data exists, don't know how to access the data, or don't know when or why they should be using the data.

An intranet provides an excellent portal for staff to access data. It also provides a forum to direct and instruct staff in the use of data.

Collaboration

Studies show that as much as 36% of an organization's overall performance can be attributed to its ability to collaborate. People working together, sharing knowledge, learning and building consensus is a powerful force in an organization. Maximizing that force is an organizational challenge.

Intranets can facilitate collaboration. Something as simple as a well maintained staff directory encourages collaboration; staff know who to contact about what. Additionally intranets offer communication tools such as wikis and blogs, forums and conferencing tools, and collaborative management tools such as calendars, project management systems and online spreadsheets.

Business Processes

A business process can be defined as structured activities or tasks that produce a service or product. Processes are fundamental to all organizations. However, frequently processes are not defined or managed. They are not standardized. Documentation is outdated or nonexistent.

Mission critical processes need to be documented and communicated. To insure consistency processes need to be standardized. When a process is documented and standardized there is opportunity for improvement. Performance can be measured. Inefficiencies identified.

“As both Henry Ford - considered to be the father of the modern assembly line - and Ray Kroc - the founder of McDonalds - knew, having effective, efficient and repeatable processes can give you a competitive edge...” CIBA Solutions, www.cibasolutions.com.au

Intranets are an excellent tool for communicating business processes. Instructions for who and when to do what (policies, procedures, work flow, templates, etc.). Web based forms and applications may enhance some processes. Additionally an intranet can indirectly support business processes through collaboration, knowledge sharing, change management and continuous improvement initiatives.

Web 2.0

Most intranets were conceived when the web was limited to static pages and one way communication. Today the web is quickly becoming more than an electronic publishing platform; it is being transformed into a collaborative, interactive social community.

*“What matters most is not so much the underlying software that makes Web 2.0 possible but how it enables us to organize and work together as communities.”
Why All the Fuss About Web 2.0? Dion Hinchcliffe, Infonomics*

Web 2.0 is revolutionizing intranets. Many business drivers were not possible ten years ago. The collaborative, interactive nature of the web today has increased the potential of an intranet as a critical business tool. Planning an intranet design or redesign must fully consider the potential of new innovations. However, don't adopt new technologies just because you can. It is critical that the intranet align with the mission and culture of the organization.

Examples: Following are examples of how Web 2.0 innovations *might* be implemented into the UI intranet (these are not suggestions or recommendations, only possibilities).

Blogs: Business critical communication could be distributed through blogs. Leadership could communicate vision, mission and trends. Blogs could support specific business areas such as Adjudication, Appeals, Auditing, EUC, Shared

Work, REA, etc. Using RSS feeds blog content could be pushed to a subscriber's inbox without cluttering their email.

Forums: Discussion, collaboration and input on projects and initiatives could be accomplished using online forums. Forums would promote and enhance communication between meetings and keep interested staff informed. This creates an environment of transparency and collaboration. Examples of current UI topics that might benefit from a forum include Intranet Redesign, User Centered Design, Government Plain Language, LEAN, Management Planning, etc. Additionally forums have the potential to support the ongoing business of the organization. It could be a place for staff to share insights and seek information on specific business subjects – EUC, REA, ARRA, TAA, TRA, BAM, etc.

Live Chat: Live chat has been a part of the web almost from the beginning. Today chat is not limited to social networking in chat rooms. Live chat can be imbedded into a web page. Subject matter experts and support staff may be immediately available to answer questions. The DEED library is an example. Using Meeb, DEED librarians are available to assist patrons (library.deed.state.mn.us/default.htm). Live access to subject matter experts or supervisors could enhance other work processes. For example Specialists supporting the call center or adjudication could be available real time to answer staff questions, minimizing the need for phone, email or physical meetings.

Wikis: Wiki is the Hawaiian word for fast. Wikis are web based software designed to facilitate collaboration. Wikipedia is a classic example; an online encyclopedia to which anyone can contribute or edit. Another example is Google's "Sidewiki" which allows anyone to comment on a web page, validating or challenging the content. Subsequent visitors then have the insight of others to determine a sites' usefulness.

Collaborative tools for use on an organization's intranet abound. From the complex, such as Microsoft SharePoint to simple applications, wikis create an environment for collaboration. Web based tools exist that facilitate brainstorming, mind mapping, card sorting, project management, research and more.

Mashups: Mashups are web based applications that incorporate data from multiple sources. Imbedding maps from MapQuest or Google Maps into a web page is a form of mashup. The UI system is a mashup; from a web interface users and staff access data from various sources. There is currently an effort in UI to create a web interface to access data and create standard reports (Wanda Burth), this is a mashup. Convenient access to data and the ability to create standard and custom reports is an important feature of the intranet.

Web 2.0 is changing the business of the intranet. Most intranet redesigns by necessity focus their attention on navigation, information architecture, content management and governance. Web 2.0 innovations may not be the priority. However, new applications and business tools should not be neglected in planning and designing the intranet; even though their implementation may be through subsequent improvement efforts. The intranet will not likely become business critical if it remains only a publishing platform. It certainly will not achieve its full potential.

Intranet Redesign

10 Tips for Intranet Redesign Projects, John Wooden PhD

1. Make sure you have upper management support and a strong project champion who understands the business value of an intranet and can keep driving the effort forward.
2. Define a clear set of goals.... The goals you define should inform your site's design, organization, and feature set.
3. Develop a content governance process and related policies, because well-organized, up-to-date, and effective content doesn't just happen.
4. Create a style guide that lists standards and guidelines to help ensure the site presents useful and effective content.
5. Provide robust training to content creators and managers. This training should cover not only the mechanics of posting and updating content but also how to write and present content effectively for the web.
6. ... change management will be a critical piece of the project. Learning a new system, requiring new procedures and techniques, is usually daunting and even a little scary for many employees. A careful, thorough training program is a must in order to counter the inevitable fight-or-flight response.
7. Follow a user-centered design process. Get representative users involved by soliciting their input throughout the project, not just before the site goes live. Users can be involved via surveys, card sort exercises, discussion groups, and usability testing at different stages of design and development.
8. When organizing and labeling information, think beyond department- or division-based categories and include topic and audience-based categories as well...
9. Make sure the intranet provides information employees really need and want – that is what will drive traffic to the site. Use the home page to provide news, updates, and announcements.
10. Consider ways to incorporate employee content into the site, such as photos and

bulletin boards. And strongly consider incorporating video, blogs, discussion forums and other means by which employees and managers can share information, ask questions, and get answers.

ADDIE Model (Analyze, Design, Develop, Implement, Evaluate)

Analysis and Planning

Redesign should start with an analysis of the organization's business. Identify key business drivers, user requirements, and governance. Prior to beginning work a detailed project plan should be drafted. Too often however intranet redesigns begin with design and end with implementation. They skimp on analysis and planning and fail to evaluate.

It is in planning and analysis that the vision and mission of the intranet is married to the vision and mission of the organization – where the intranet finds its identity as a critical business tool. It is a time to confirm and solidify management commitment and secure resources. Without definition, clear planning and management commitment, the redesign effort is likely to fail.

Design

Design first – then build. Do not design as you build! Intranets can be very complex, far more complex than most internet web sites. They typically have to serve very diverse needs within the organization. Staff responsibilities vary, as does their use of the intranet. An intranet redesign has to account for this diversity. It has to conform to the varied needs of its users. Intranets typically contain vast amounts of information, including policies, procedures, processes, data, memorandums, meeting minutes and project plans.

Another difference between intranets and internets are expert users. Internets are designed for the novice. Very few need to accommodate expert users. Intranets on the other hand benefit from repetitive use. Users quickly become experts. When building an intranet, design for the expert but accommodate the novice.

Employ user centered design methodologies in the design process. The most dangerous strategy is to design in a void, disassociated from the user. Soliciting user input and testing design concepts early and often will insure the success of the redesign. Soliciting valid input from users (following generally accepted USD methodologies) simplifies design decisions; it limits the debate by the design team, personal opinions and preferences become irrelevant.

Develop

Building the redesigned intranet is much easier when planning and analysis is thorough and there is a clear comprehensive design blueprint. Yet it is not simply build what was

designed. Some things on paper may not work as intended. Frequently design issues only surface once they've been built. Consequently it is important to continue usability evaluation and testing throughout the process. Build – Test – Fix, and then do it again.

Implement

For an intranet to be business critical staff needs to understand how to use the tool. The redesigned intranet needs to be supported through communication and training. Marketing and branding are useful for creating interest and enthusiasm. However a connection needs to be made between individual staff and how they do their job.

Training on processes, policies and effective writing for the web is also needed for content managers and developers. If a new content management system is employed (which is likely) staff will need training on its use.

Evaluate

Once the redesigned intranet has been implemented it needs to be evaluated. Usage statistics and user satisfaction are valuable metrics. However just as important are key business drivers that were identified in the planning stage. Has the intranet achieved the desired business goals? If not, why? What else needs to be done to fully achieve the vision for the intranet as a business critical tool?

Continuous evaluation and improvement is required to maintain the quality and integrity of an intranet. It can be less daunting (and more effective and efficient) to incrementally repair and improve rather than engage a large scale redesign. An effective intranet mirrors the life of an organization, it is always moving, evolving, changing. Systematic regular evaluation will help to identify problems and implement improvements that will keep the intranet viable.